

Key Management Control Checklist for MWR Programs

Marketing

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Function

The function covered by these checklists is the administration, operation, and management of Morale, Welfare, and Recreation (MWR) Programs and Nonappropriated Fund Instrumentalities (NAFIs).

Purpose

1. The purpose of these checklists is to assist the MACOM and installation personnel responsible for--
 - a. MWR programs and NAFIs in administering APF and NAF resources
 - b. MWR program reporting requirements
 - c. Managing MWR programs
 - d. Other NAFIsin evaluating the *key management controls* related to the areas listed below.
2. Many of the questions are also pertinent to NAFIs other than IMWRF MWR programs.
3. **These checklists are *not* intended to cover *all* controls.**

Instructions

Answers must be based on actual testing of key management controls, such as document analysis, direct observation, interviewing, sampling, and simulation. Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. **These management controls *must* be evaluated at least once every five years.** Certification that this evaluation has been conducted must be accomplished on DA Form 1-2-R (Management Control Evaluation Certification Statement). This form is available on the world wide web at the following internet address: ftp://pubs.army.mil/pub/eforms/pdf/a11_2r.pdf More information about the Army Management Control Process can be obtained at the Army Internal Review website: <http://www.asafm.army.mil/fo/fod/mc/mc.asp> or by contacting the CFSC Management Control Administrator, Bill Smith at (703) 681-7412 or via email at: William.Smith@cfsc.army.mil.

Comments

Help make this a better tool for evaluating management controls. Submit comments to the Commander, U.S. Army Community and Family Support Center ATTN: CFSC-IR, 4700 King Street, Alexandria, VA 22302-4410.

A - STRUCTURE AND RESPONSIBILITIES

- | | <u>YES</u> | <u>NO</u> |
|--|-------------------------------------|--------------------------|
| 1. Has a Marketing Specialist position been established and filled? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 2. Has Marketing been established and positioned within the Directorate of Community Activities in such a way as to optimize support across all MWR programs and at every organizational level? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 3. Have responsibilities for establishing and implementing a comprehensive marketing program been included in job descriptions and performance standards for Marketing personnel? If "yes", do those responsibilities clearly include: | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - Developing marketing standards to support all phases of marketing MWR programs (promotion, advertising, research, publicity, etc.) | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - Furnishing guidance to operating officials on how marketing plans should be developed? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - Conducting market research and analyzing the results for installation-wide trends? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - A systematic process for evaluating key markets, by market segments, that includes appropriate demographic and economic data to capitalize on current and future trends for use by MWR managers? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - Providing graphic arts support to programs and events. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 4. Have responsibilities for continually evaluating marketing plan implementation efforts been assigned to the Marketing Specialist? If "yes": | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - Do responsibilities require that the marketing investment be identified with individual promotions or events? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| - Do assigned responsibilities require the benefits of the marketing investment be evaluated; for example, the increased patronage, improved financial performance, or improved customer satisfaction? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

YES NO

A - STRUCTURE AND RESPONSIBILITIES

5. Has the Command emphasized the marketing function through its organizational placement, grade structure, access to division chiefs and activity managers, and availability of data?



6. Has each division chief been assigned responsibilities for developing and executing a marketing plan for each activity in their division ? If "yes":



- Have the responsibilities been included in job descriptions and performance standards?



7. Has emphasis on marketing functions resulted in managers making an effort to implement marketing programs?



8. Have activity managers been assigned responsibility for preparing marketing plans or parts of plans?



9. Have management assistance teams from the major command evaluated the marketing function during recent visits to the installation? If "yes":



- Have the team's recommendations been carried out?



10. Has the responsibility for budgeting for marketing efforts been assigned?



B - MARKET RESEARCH AND ANALYSIS

- | | <u>YES</u> | <u>NO</u> |
|--|------------|-------------|
| 1. Has a marketing specialist been hired and assigned responsibility for coordinating market research? | <u>✓</u> | |
| 2. Has the marketing specialist identified the sources and types of data needed? If "YES", does it include the following to support the business planning and decision-making process? | <u>✓</u> | |
| - Primary Research data | <u>✓</u> | <u> </u> |
| - Secondary Research data | | |
| 3. Has the specialist acquired demographic data and summarized it for use by activity managers? If "no": | | <u>✓</u> |
| - Have plans been made to acquire and summarize the necessary data? | <u>✓</u> | <u> </u> |
| 4. Has the marketing specialist provided complete demographic data and economic trend data to activity managers? Determine whether each activity has been provided appropriate data for analysis from current customers and markets, including retention and complaint information, as well as from potential customers and markets. For instance: | | <u>✓</u> |
| - Does the Youth Services have data needed to analyze the ages, number and gender of youth in the community? | | |
| - Do Food and Beverage operations have data needed to analyze differing characteristics of customers? | | |
| - Do activity managers know how many single and how many married soldiers and civilians are employed? | | |
| - Does the program director for Recreation Activities know how many individuals are interested in making pottery and when they are available to attend a class? | | |
| 5. Was a Leisure Needs Survey of patrons/non-patrons done within the last 3 years? If "yes": | <u>✓</u> | |

NO

B - MARKET RESEARCH AND ANALYSIS

- Was the assessment comprehensive; that is, did the assessment target all consumer groups and all types of MWR activities? ☒
 - Were the results of the assessment analyzed? ☒
 - Did managers use the results to make decisions about the installation's needs and the adequacy of current programs? ☒
 - Have division chiefs and activity or program managers conducted supplemental surveys of patrons to find out whether they are satisfied with current programs in terms of hours of service, types of products offered, quality of service or product, and condition of facilities: If "no," are surveys indicated in plans and budgets? ☒
6. Was the Leisure Needs Assessment used appropriately in the MWR Strategic Business Planning Process (Handbook and Guidebook) or a similar systematic means of developing a 5-year plan in accordance with AR 215-1, paragraph 10? ☒
7. Were market share and competition (both inside and outside the gate) data collected, analyzed, and used in the MWR Strategic Business Planning Process? ☒ ☐
8. Is construction planned for MWR facilities? If "yes": ☐ ☒
- Was adequate market research performed?
 - Do market research results support the plan to build? (consider size, location, type of structure and layout.)

C – MARKET PLANNING

1. Has an installation-wide marketing plan been prepared or updated within the past year? If "no":

NO

See Attachment

- Has guidance been furnished to division chiefs on how and when to prepare a plan?

- Has the appropriate market research been conducted, or is it planned for the near term?

- Is the schedule for development of marketing plans based on expected completion of initial market research?

2. Does the marketing plan:

- Use a SWOT analysis to target customers or market opportunity sectors.

- Identify performance targets?

Identify planned construction or renovation of MWR facilities?

- Show how activities with operating losses are expected to perform better next year?

- Match resources expected (budgeted) to specifications for improving operations and facilities?

3. Is the marketing plan consistent with installation goals; MWR program goals; installation plans; and MWR 5-Year program Plans?

4. Is the marketing plan consistent with the resources identified for marketing in the installation budget?

FOR DIVISION CHIEFS

5. Has a marketing plan been developed for the division? If "no":

- Have activities received guidance and deadlines for providing input to the division marketing plan?

- Have division chiefs met with marketing personnel


NO

C – MARKET PLANNING

to identify the research information needed to develop plans?






6. Does the division marketing plan contain objectives and goals for its MWR activities?
7. Does the division plan lay out priorities and resources for marketing efforts?

FOR ACTIVITY MANAGERS

8. Has a marketing plan been developed for your activity? If "no": 

- Is development of a marketing plan scheduled or under way?
- Have division chiefs and marketing specialists furnished guidance needed to develop the plan?

9. Does the marketing plan:

- Show planned events and the corresponding marketing actions needed to promote the events? 
- Identify the time phases for the planned marketing actions?  _____
- Identify the resources needed for the planned promotion and advertising campaigns? 
- Show how the installation plans to satisfy the needs of customers that were identified in market research results?  _____
- Actually get used as a living document? 

D – CUSTOMER ORIENTATION

NO

1. Are managers aware of and using marketing techniques such as the following to promote features to existing potential market segments?:

- Promotions (coupons, special offers, samples, displays, contests or bonuses)?

- Personal selling?

- Advertising?

- Publicity (commanders, councils, bulletin boards, post newspaper, orientations)?

- Pricing competitively (discounts, special prices, quantity pricing)?

2. Are managers using marketing data to make decisions about:

- Hours of operation?

- Product/service availability (services offered at convenient times and places, accessible products, events timed according to target audiences)?

Location and methods used to get the word out?

- Improved appearance of activities by painting or repairing older facilities?

- Program offerings?

3. Are plans for promotions, advertising, publicity and other marketing techniques based on the results of market research?

4. Have division chiefs and activity managers developed plans and schedules reflecting the use of various marketing techniques and campaigns?

5. Are promotional products professional in appearance, pleasing, accurate and timely?

6. Are managers sharing successful ideas or methods for marketing products and services?

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

✓

YES NO

✓

D – CUSTOMER ORIENTATION

7. Is an installation non-governing council established as prescribed in AR 215-1, paragraph 5-8? If "yes":

✓ See Attachment

- Does the council discuss consumer issues regularly?
- Are discussions of consumer issues documented in minutes of council meetings?
- Are actions planned and taken as a result of the discussions of consumer concerns?
- Is there evidence that the council hears concerns from various population groups on the installation (youth, children, families, teens, single soldiers, young adults, retirees, single parents, and female soldiers)?
- Are representatives from various consumer groups invited to council meetings?
- Do consumer representatives attend the meetings regularly?
- Does the council coordinate with other installation councils with related functions to discuss consumer and manager concerns?

8. Are activities using customer feedback and evaluation tools to measure the effectiveness of their marketing programs? If "YES":

✓

Do activities use customer comment cards or other formal or informal listening tools to improve program delivery?

✓

- Do activities solicit feedback to determine causes for lack of consumer interest?

✓

Do activities provide timely and accurate feedback to customers to improve customer relationships

✓

- Do activities periodically measure patronage, at various hours or days and keep records of the results?

✓

9. Are managers measuring the cost of promotions or other marketing techniques against the amount of patronage or sales?

✓

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6/28/06

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Key Management Control Checklist for MWR Programs

Addendum for Fort Monroe

**** Due to the small population size of Fort Monroe, not all management controls are utilized as organization takes place without them. The impending BRAC closure has restructured certain marketing aspects throughout activities. All managers monitor the yearly plans including marketing plans and work directly with marketing coordinator and Division Chiefs on upcoming events and promotions.**
